Interview Scorecard Template

A scorecard built so that in the room you only pick a number and write one line, because the criteria were agreed before anyone interviewed.

Your job in the interview is to listen, not transcribe. Writing down what a candidate said while they are still saying it costs you the follow-up question you should have asked. So everything that can be settled beforehand gets settled beforehand.

In the room you do two things: pick a number, and write one line.

Build it once per role

Take the top five behaviors from the job scorecard, in rank order, and give each one question from the question bank. Then write what a 1, a 2 and a 3 sound like for that question, and agree it with everyone who will interview. Half an hour, once. Every interview for that role then uses the same sheet.

Five is deliberate. It fits a 45-minute conversation with room to probe, and five scores are easy to compare across interviewers.

The scale

SCORE	MEANS
3	They did it themselves, described a specific situation, and can say how it turned out
2	Real but thin: partial, mostly the team's doing, or no clear result
1	No example, a hypothetical answer, or an example that points the other way
n/a	Didn't get to it

Three points rather than five. Five-point scales collapse to 3, 4 and 5 in practice, the middle stops meaning anything, and the extra room mostly gets used to avoid committing. Three forces a decision.

Worked example

This is what the agreed criteria look like once written. Yours will use your own behaviors and your own words.

BEHAVIOR	QUESTION	1	2	3
Accountability	Tell me about a commitment you missed	Blames circumstances, or can't name one	Owns it broadly, vague on who they told	Names the commitment, who they told and when, and what changed after
Learning	Tell me about something you were wrong about	Can't name one, or picks a non-answer	Names a real error, unclear what followed	Names the belief, what changed their mind, what they did differently
Team involvement	Tell me about needing something from a team that didn't report to you	All "we", no detail on the other team	Got what they needed, little sense of the other side	Knows what mattered to that team, tried more than one approach, can say where it stands now
Clarity	Tell me about work that stalled because nobody was sure who owned it	Didn't notice until late	Absorbed the work themselves	Made ownership explicit, says how, knows whether it held
Ambiguity	A project where the goal was unclear: what did you do in week one?	Waited for direction	Asked someone, then waited	Specific moves to narrow it; decided something without permission

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The sheet you use in the room

Candidate, interviewer and date at the top. Then five rows, already filled in with your behaviors and questions before you walk in.

#	BEHAVIOR	SCORE	ONE LINE
1		1 / 2 / 3	
2		1 / 2 / 3	
3		1 / 2 / 3	
4		1 / 2 / 3	
5		1 / 2 / 3	

Keep the note to one line. A phrase is enough: "missed close deadline, told CFO same day, added a day-2 check." You are writing a reminder for yourself in the debrief, not a record of the conversation.

If a question produces nothing usable, score it n/a and move on. A guessed score is worse than a blank, because the debrief cannot tell the two apart.

Two minutes after they leave

Four lines, before you speak to anyone.

Recommendation	Yes / No / Yes with reservations
If reservations, what exactly	
What someone else should probe	
One thing that argues against my recommendation	

That last line is the one that earns its place. Writing it is the cheapest protection you have against talking yourself into a candidate you liked.

"Yes with reservations" has to name the reservation. A reservation you can't put into words is a feeling.

Before you submit

- Five scores, with n/a for anything I didn't get to
- One line against each score
- One thing written that argues against my recommendation
- Haven't discussed the candidate with another interviewer yet

Submit before the debrief. An interviewer who hasn't submitted doesn't speak first.